

This is the first Orientation Course that the subject of training has appeared on the program. ~~Approved For Release 2001/07/12 : CIA-RDP61-00017A000200070006-8~~ I'm glad that he is not afraid from saying anything about the subject of training, knowing that my colleague will follow me.

I would, however, like to say something about the critique of the management courses and administrative courses that we have offered for the first time within the last few months. They complained almost universally of the lack of communications up and down within our Agency. Communications means simply passing the word up, down and laterally on your responsibilities and the points of reference in which you work. I'm glad that Col. Edwards is following on the program and listening to what I say so that he can refute anything that I may say on the subject of need to know or compartmentation. If carried to its ultimate conclusion, need to know and compartmentation would mean that all training courses would consist of one person unless it were a course in language where five or six people or more could be taught by the same instructor. But as no two of you in the whole Agency have identical assignments, need to know and compartmentation, if carried to that conclusion, would mean that you could not sit in a room like this and be given a training course. Lack of communication up, down and laterally

*See reverse
for
action*

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is not really the result of need to know or compartmentation; I contend that it is poor supervisory practice, that there are many things that you as supervisors can tell your employees and thereby get better efficiency out of them.

One of the purposes, therefore, of this course will be to show you that nearly 600 of us can be brought together in one room and given a training course without jeopardizing the operational security of the Agency.

One further purpose of the course which I would like to call your attention to even though it appears on the program that to me is the most significant thing this course can do. Speaking of those agencies under the National Security Council, the Jackson Committee Report presented to the President and approved by the President last June says this:

"Better efficiency and morale in the ranks of the public service will, in our view, depend upon new efforts to improve training programs for those entering into the field of national security affairs so as to provide not only greater technical competence and language, area knowledge but also a broader understanding of the significance of their assignment."

This course, then, I hope will give you a broader significance and understanding of your assignment.

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Thirteenth Agency Orientation Course

Remarks on Training

". . . I just heard the end of Mr. [REDACTED] address to you and I 25X1A9a
certainly couldn't endorse more what he has said, the fact that we took
in people faster than we could train them and assimilate them and make
them real, qualified intelligence officers and we are now paying some of
the penalties for doing that. . ."

". . . Part of our trouble I am sure in the administrative game is the
fact that you find finance officers, logistics officers, and other administra-
tive types all over the world who have never set foot in the home parent
office. We recognize, at least almost all over the Agency, that finance
officers, for example, only should be hired and trained in the finance
office, logistics officers should be hired and trained in the logistics
office, and the talents applied where it is needed so that we are sure
that we have good professional talent which has been well trained and
which speaks the same language as the parent office. . ."

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Specifically, course is aimed at 3 groups of employees
DDP returnees

old employees whose assignment has been
restricted to a narrow field of endeavor
relative newcomers who must learn importance of
relating their non agency skills to the
profession of intelligence

Difficult task - diversity of background, experience
ages grade level 5-18

One aspect of course is applicable to all
"flag-waving" on an intellectual level.

" " a bad word in CIA

my conviction that we don't do it enough

anonymity

no press

security

but, because most of us are human, our morale suffers

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